



جامعة تكنولوجى مارا
UNIVERSITI
TEKNOLOGI
MARA



FACULTY OF BUSINESS AND MANAGEMENT
BACHELOR OF BUSINESS ADMINISTRATION (HONS.)
INTERNATIONAL BUSINESS
INDUSTRIAL TRAINING REPORT (MGT 666):
SWOT ANALYSIS OF MAJLIS PERBANDARAN TEMERLOH
(MPT)

PRACTICAL DURATION:

3 MARCH – 15 AUGUST 2025

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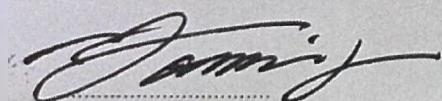
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EXECUTIVE SUMMARY

According to the plan of study, internship is the last course for all programs in the Faculty of Business and Management. A student is required to undergo on the job training or internship attachment in the areas that are related with our courses in degree and field of concentration. This internship course is a practical training ground for the students to get experience and skills at the workplace. So, this can increase the skills, attitude and knowledge of students as new learners when carrying out the tasks given.

Moreover, I have successfully completed my internship and this industrial training report at the company that I have been working at which is Majlis Perbandaran Temerloh (MPT) under the department of business control and licensing. I started work in this company from 3 March 2025 until 15 August 2025 where from my observation the working environment there is very fun and it is the best place to start developing your skills and career. MPT provided benefits package, comprehensive salary market competitive pay to support personal needs and employee's professionals.

MPT is one of the major municipal councils in Temerloh. This company serves many public people. Their network with other municipalities council in other states is strong such as Majlis Perbandaran Maran, Majlis Bandaraya Kuantan and Majlis Bandaraya Melaka. MPT also gave their employees training and assessment to improve their skills especially towards technologies. As a result, it may improve my knowledge and expertise about licensing premises or hawkers.

To sum up, by observing the negative and positive factors within or outside the company, the conclusion of SWOT analysis including recommendation and solution helps the reader to understand why the analysis should be relevant.

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Firstly, I thank Allah for providing me to complete this industrial planning by working with Majlis Perbandaran Temerloh (MPT). As the completion of industrial planning and working in MPT made me fun, I would like to express my appreciation and gratitude to my beloved advisor lecturer, Madam Nurul Azrin Binti Ariffin for the advice and guidance. I also want to thank Madam Nurul Azrin Binti Ariffin for providing me the guidelines for reporting during completing this project.

Besides that, I want to express my gratitude to my company and supervisor, Encik Muhammad Danial Bin Jamaludin for providing me with the opportunity to work in Majlis Perbandaran Temerloh. I would like to express my gratitude to my supervisor and all employees who have indirectly and directly guided me during my internship journey. I am very grateful to them for the initiative and effort that they have shown since the first day I came until I successfully completed my industrial training which made me feel comfortable when I was part of them.

Next, I would like to thank my parents and the rest of my family's support because they are always with me to give me motivation. Everything was made possible for me with the support I receive throughout the difficult and long internship journey. Then, I would like to thank my friends for their assistance and patience in completing the report and also industrial training.

Lastly, I apologize to all the names that I have not mentioned who helped me during industrial training. I hope this industrial training report provides me with additional knowledge about the facts and reality of how to become an entrepreneur in future.

CHAPTER 1:

STUDENT'S

PROFILE

1.0 STUDENTS'S PROFILE

NONI SYAZWANI ZULKHANAFI



SUMMARY

Holds ITAC 2024 competition certificate and get silver awards in MIIEX competition 2024. Proficient in understanding the principles of International Business. A reliable team player with a strong work ethics, excelling under pressure, and passionate about learning. Seeking an opportunity for internship placement and available to start in 3 Mac until 15 August 2025.

EDUCATION

University Teknologi Mara (2022-2025) - Now (Bandaraya, Melaka)

Bachelor Degree of International Business with (Hons.)

SMK MENTAKAB (2021-2022) (Mentakab, Pahang)

Sijil Tinggi Pelajaran Malaysia (STPM) CGPA: 3.58

SMA AL-KHAIRIAH (2019) (Temerloh Pahang)

Sijil Pelajaran Malaysia (SPM) 1A1A-3B+2B2C+

PROJECT

Academic Trip | Corporate Social Responsibility (CSR) 20 November 2024

Learning English and Malay programs at Kertajaya State School Surabaya, Indonesia

- Manage to complete the share knowledge with successfully doing some games after learning sessions with the students. Effectively fulfilled responsibilities as Logistics Bureau by creating pre and post surveys and also get the attendance of the students.

WORKING EXPERIENCE

Kindergarten teachers 3 September 2024

Assigning homework and in-class activities based on the lesson plans. Providing a positive learning experience for all students and taking attendance and completing report forms.

ADDITIONAL SKILLS

- Technical skills: Microsoft Word, PowerPoint, (Advanced), Canva (Advanced), Video Editing (Intermediate), Microsoft Excel (Intermediate), Adobe Photoshop (Novice).
- Language: Malay (Native), English (Proficiency), Arabic (Proficiency)

REFERENCES

Dr Nor Azmawati binti Hussain | 019-3899050

Figure 1 : Student's Resume

CHAPTER 2:

COMPANY'S

PROFILE

2.0 COMPANY'S PROFILE

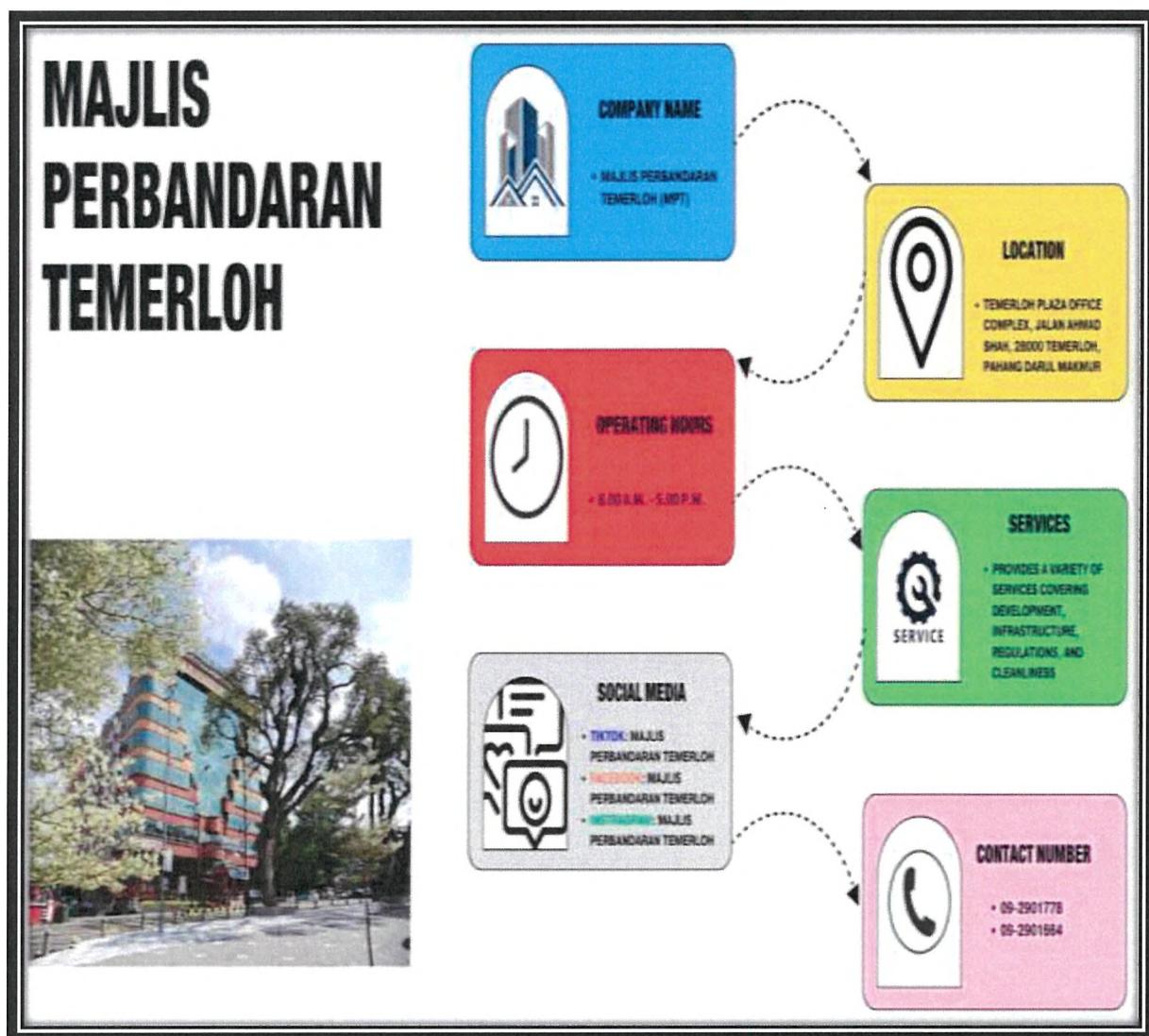


Figure 2: MPT's Information

2.1 VISION, MISSION, CORE VALUES, OBJECTIVE

2.1.1 VISION OF THE COMPANY

To make Majlis Perbandaran Temerloh be clean, green and sustainable municipal company in Temerloh. The goal of this vision is to clean the environment of Temerloh by focusing on cleanliness of public places and urban areas. The goal of this company in terms of green is promoting environmental sustainability through eco-friendly initiatives, greenery and parks. Then, the means of sustainable municipal goal is ensuring all of the services and development are environmentally friendly, long-lasting and beneficial for future generations. MPT aims to exist the livable and responsibility towards healthy or safe environment, make sure the quality of its citizens guaranteed and preserving nature for better future.

2.1.2 MISION OF THE COMPANY

To make Majlis Perbandaran Temerloh the best municipal company that committed and dedicated in providing consistent service. Majlis Perbandaran Temerloh is committed to providing high quality services continuously to be the best municipal in Pahang. Then, MPT mission is setting their employees to consistent and reliable in their daily duties. Showing the good commitment and professionalism in public services is the main things that MPT wants to achieve every year. This mission highlights Majlis Perbandaran Temerloh dedication to continuously serve quality services that public people can depend on at all times.

2.1.3 CORE VALUE OF THE COMPANY

Majlis Perbandaran Temerloh have 8 core values that support mission and vision to guiding staff behavior and decision making. The first core value of MPT is **wise** which means the company make a rational and informed decision based on the knowledge and careful consideration. It also serves with professionalism and thinks about the effects towards nation, organization and service. Next, the second core value of MPT is **disciplined** which means the company do the jobs with fully responsibility and ethically without supervision. Then, the third core value of MPT is **fair** which is it been fair and equitable for all decisions. It also used the correct and facts method to make sure no public people get unfairly treated. Besides that, the fourth core value of MPT is **trust** which means the company fulfill the jobs with full commitment, dedication and responsibility. In addition, the fifth core value is **teamwork** which means the company prefer to work in unity with high cooperation and compromise to achieve the vision and mission together. Moreover, the sixth core value of MPT is **accountability** which means the company always be responsible on the action and decision. Therefore, the

seventh core value of MPT is **transparent** which means the company be opened in making decision and procedure, then make sure the legality, timely and clarity during communication. Lastly, the core value of MPT is **integrity** which means the company do the jobs fairly and honestly.

2.1.4 OBJECTIVE OF THE COMPANY

- **Improves services**

Majlis Perbandaran Temerloh aims to deliver effective, complete and efficient municipal services to get a positive feedback from public people.

- **Promote development**

Majlis Perbandaran Temerloh encourage the growth and investment especially in tourism and industry.

- **Maintain cleanliness**

Majlis Perbandaran Temerloh wants to make sure that the environment of Temerloh stays beautiful and clean at all times.

- **Practice good work culture**

Majlis Perbandaran Temerloh encourage the positive working places with strong moral values that can take care of their company reputation.

- **Fair law enforcement**

Majlis Perbandaran Temerloh enforces the laws effectively and fairly without being bias because the public people will see the company as good service provider.

2.2 MALIS PERBANDARAN TEMERLOH BACKGROUND



Figure 3: MPT's
Chairman



Figure 4: Main Municipal Council in
Temerloh

Local authority (PBT) or more in acquaintance as local government which is the third stage government meanwhile the first stage government is Persekutuan's government and the second stage government is Negeri's government in the system of country administration. PBT is a governing body that has behaved autonomy where the company exists to freedom when making decisions. For example, PBT collect their own financial yield and it follows the procedure that has been prescribed in Malaysia. There are three forms of PBT which are Majlis Daerah, Majlis Perbandaran Dan Majlis Bandaraya.

Moreover, Majlis Perbandaran Temerloh is the local municipal council that governs the town of Temerloh in the state of Pahang, Malaysia. MPT got their current status on 15 January in 1997. MPT was upgraded their status from district council (MDT) to municipal council (MPT) on 1 July 1981. This decision is from the government that was proposed by Suruhanjaya Athinahappari suggests restructuring back all of the PBT. During MDT's administration, the president was held by District Officer of Temerloh. After the progress and changes, MDT has applied to the state government and next is to the Government Persekutuan to be upgraded as Majlis Perbandaran Temerloh.

In addition, MPT is responsible for licensing, urban planning, infrastructure development, waste management and public cleanliness and many more departments. MPT also has big responsibility to ensure the well-being of business and residents in the areas of jurisdiction. Temerloh is known as "Bandar Ikan Patin" (Patin Fish Town) that is located strategically in central Pahang making it the main key to industry, tourism and trade. So, MPT plays an important role in encouraging sustainable development, economic growth and investment and maintaining public facilities especially in the eco-tourism and industrial sector.

Last but not least, the MPT areas are divided into two which are operation control and area. For the operation control is imposed assessment pay and tax services. Then, for the control area is not imposed assessment pay and tax services but they imposed on the proposal construction activity. The wide Temerloh District is 2251km square, the wide control area is 355 sqkm and the wide operation area is 156 sqkm.

2.3 LOGO

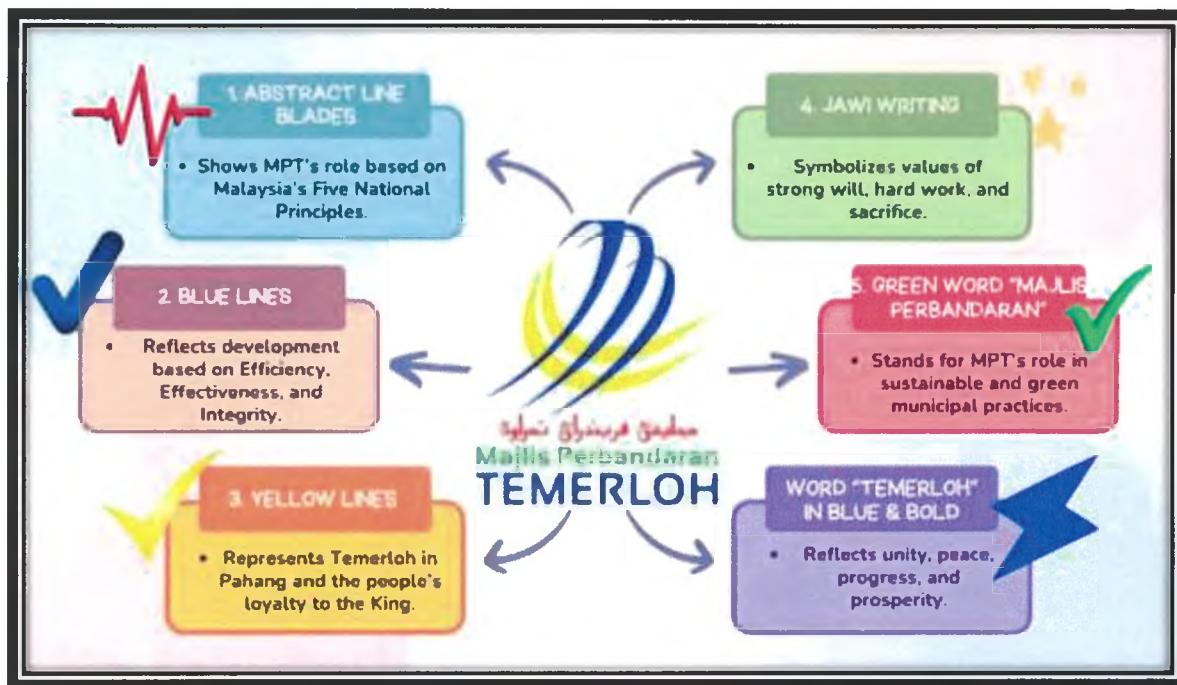


Figure 5: Logo Explanation

2.4 ORGANIZATIONAL STRUCTURE

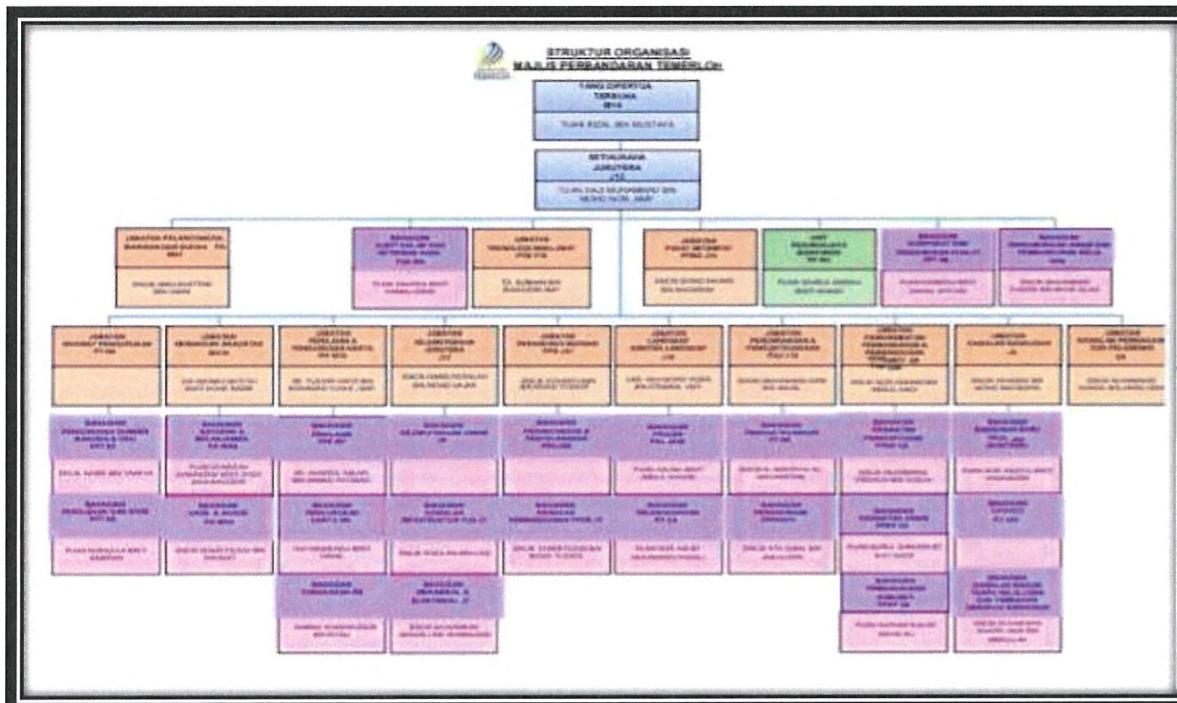


Figure 6: MPT's Organization Chart

2.5 PRODUCT/SERVICES OFFERED



Figure 7: Department That Provide Public Services

Majlis Perbandaran Temerloh has provided 10 services to public people. The first one is **licensing and business permits** where the company issuing the license for business, signage, hawkers, food premises and advertising boards. It makes sure that all the business activities obey the standards and local regulations. Next, the second service that the company provides is **waste management and public cleanliness** which provides solid waste collection, drain maintenance and street cleaning. These services make sure hygienic surroundings and manage public cleanliness campaigns. Thus, the third service provided is **construction and building control** where the company is handling the approval of renovation works and building plans. It also gives services like conducting the site inspections to make sure all the buildings that are constructed are legally and safely. Then, the fourth service that the company gives is **beautification and landscape** which are maintaining green areas, playground and public parks and at the same time it also makes the town beautiful. It also organizes the project of tree planting and landscape to improve Temerloh's city environment.

Moreover, the fifth service that the company provided is **infrastructure and roads maintenance** which is its responsibility to do maintenance of street lights, local roads, public facilities and walkways. It also improves the infrastructure to support smooth and safe transportation. Furthermore, the sixth service that is provided are **pest and public health control** where the company oversees the inspection of health of markets, food and outlets. It also controls and provides the fogging the pest control to prevent the deceases like dengue. In addition, the service provided by MPT is **urban planning and development** where the company manages and plans zoning, land use, and urban development lines with national policies. It also encourages organized and sustainable town development.

The eight services are **customer service and public complaints** which are handling the complaint management system for residents to report issues such as illegal activities, potholes and waste problems. It makes sure quick resolution and response through online platforms or customer service counters. The nine services provided are **enforcement and law compliance** where the company enforces the small local laws such as unlicensed business, illegal parking and illegal hawking. It also conducts the legal action and inspections if necessary. Lastly, the service provided is **community and public events** where the company supports and organizes markets, tourism promotions, community events and public engagement programs. It also promotes the activity of economies, local culture and tourism.



Figure 9: Public Toilet by MPT



Figure 8: Public Parks by MPT

The public people that come to Majlis Perbandaran Temerloh can enjoy a variety of facilities which are public parks and recreation areas. MPT provides and maintains gardens, playground, parks and open spaces for community and public leisure activities. Next, MPT also gave public parking facilities which are offering roadside parking and public parking lots

in Temerloh town with proper signage and monitoring systems. Then, MPT also provided a public toilet that well maintained and clean public restrooms at the selected location for public convenience. MPT also provided facilities like community and religious halls and also surau for meetings, events and religious functions. In the office of MPT, it also provides the counter for licensing, services and payment counter. Not only that, MPT provided a machine to pay a tax. For each department, MPT provided toilets, pantry and surau to make it easier for employees. Currently, MPT provides water machines like Coway that make the employees easier to get water when breakfast or lunch. In the MPT, at the ground floor, it provided meeting rooms that used to gather when there was discussion among employees.

CHAPTER 3:

TRAINING'S REFLECTION

3.0 TRAINING'S REFLECTION



Figure 10: Internship Information

My internship at Majlis Perbandaran Temerloh as an assistant of business control and licensing department which was went on from 3th March 2025 until 15th August 2025 has been a fun journey and got many knowledges about license and business which is useful for future. MPT located at Temerloh Plaza Office Complex, Jalan Ahmad Shah, 28000 Temerloh Pahang Darul Makmur. For six months there, this position gave me a chance to learn about license and got personal experience how the municipal company's office runs on a daily basic task. While I was there, there are various challenges and easy steps or situation that I have to face but mostly what I learn in university can be applied in the tasks given by the supervisor and employees. So, the understanding of the work is easier and clearer because in university I already know the theory and basic soft skills. For every challenge that I face, I will be approached with an opened heart and mind and I will be encountered it by making smart decision by referring to the employees or my supervisor. For each mistake, I keep my principle which is learning for mistake because the more I make mistake, the more improvement of that tasks I got.

During this time, I had good fortunate to work with a group of experienced professionals who offered me continuous guidance and support. Their helps not only made my

transition into my position easier, but they also gave me a high confident to carry the difficult tasks. The employees at Majlis Perbandaran Temerloh had create a cheerful and bright environment which is the jobs and education is valued. MPT not looked at the minor issues as small things but it saw that as an important part of the municipal's company success. With regular working hours of 8.00 a.m. until 5 p.m., I was able to fully control all my energy and time in a professional work setting and gain a greater comprehensive of the complexities of office administration and municipal company engagement where punctuality is a crucial thing. It also helps me to adapt with professional schedule and improve my discipline and work ethic.

My working days for six months were Monday until Friday, then Saturday and Sunday are weekend off day. This municipal council operates on normal government office hours. The typical working hours based on common public service schedule which is for morning, 8.00 a.m. to 1.00 p.m., for the lunch break is 1.00 p.m. to 2.00 p.m. and for afternoon time is 2.00 p.m. to 5.00 p.m. Every Friday, for the lunch break is 12.15 p.m. until 2.45 p.m. But during March which is Ramadan hours, every Friday the government gives free to end the work at 4.00 p.m. Majlis Perbandaran Temerloh will closed according to the national and Pahang state calendar such as Nuzul Quran, Gawai Day and others. Basically, on the Monday, many people come to renew their license and permits but on Friday, not many people come to the licensing counter.

For the allowance, Majlis Perbandaran temerloh not provided any allowance to the internship students but the experience is still very positive because the supervisor and employees are friendly, supportive and always willing to guide from zero until I expert issuing the bill payments or permits and permits to public people that wants to sell their products. I as an internship student in business control and licensing department, all of them treated me with respect and not ignored me as new learner about license or permits. Without allowance, the employees given opportunities to learn and contribute meaningfully. My motivation is not depending on the allowance, but every task I do, the supervisor and employees always give a praise. In my opinion, even though the municipal company not given allowance, I still appropriate for the praise because it saw that all of my efforts are viewed by the supervisor and employees. During the internship, I worked on a range of tasks that help me improved and develop my skill set.

BUSINESS CONTROL AND LICENSING DEPARTMENT

FILING

- Every month, I need to open new files for permits applications such as open areas, tables, sidewalks, Esplanade 1, pekan sehari/night markets, busking, food truck, MPT jaja site (Semantan Village) seasonal fruit (durian), seasonal fruit (durian) -different areas-, and Dataran Pelangi
- Labelling each new file with a number file and the types of permits.
- For each hawker and trade license application, I open a new file and attach all application forms, application approvals, payment receipts, and other related documents.
- Every month, I print out the outcome of Vintage Night Market and Pasar Anak Muda (Lepak Lorong).
- Every month, I also print out the outcome of permits in Esplanade 1
- After the festive season, I opened a new file for deposit refund application for Bazaar Ramadan and Expo Aidilfitri
- After the auditing seasons, I opened a new file for receipt of payment for each trade license renewal or new application
- For each application file of hawker, I write a minute paper of:
 - a) Applicant form
 - b) Officer's review form
 - c) Memo form
 - d) Licensing committee meeting papers
 - e) Complete applicant information
 - f) License approval form
 - g) Complete license

	<ul style="list-style-type: none"> For each application file from trade, I write a minute paper of: <ul style="list-style-type: none"> a) Applicant form b) Officer's review form c) Form of KPI Filing can help me become organized
DATA ENTRY AND RECORD KEEPING	<ul style="list-style-type: none"> I will be entering and updating the sales data of permits in Microsoft Excel for each month I will be entering and updating the overall sales of permits in Esplanade 1 in Microsoft Excel for each month I will be entering and updating the sales of Vintage Night Market and Pasar Anak Muda (Lepak Lorong) in Microsoft Excel for each month I will be entering the kiosk owner payment for each location I will record the applications of the hawker and the cancellation of the application due to meeting results. Recorded name of daily markets, night markets, and farmer's markets approved license applications in logbook Recorded name of new license application that not risky for non-commercial trade premises Recorded new license applications for low-risk food and non-food business premises in Mentakab and Temerloh Recorded name of approved hawker license applications in logbook Recorded name of approved license applications for MPT stalls/kiosks in logbook Recorded name of approved license applications for static and mobile vendor licenses Data entry and record keeping taught me to pay attention on details

<p>CUSTOMER INTERACTION</p>	<ul style="list-style-type: none"> • I will be answering questions for each phone call by referring to the employees • I will interact with customers that came to the license counter for permits or license renewal or new applications and others • I will be answering questions from the customers that came to the license counter • I will call the customers to pick up their trade and hawker license and make a payment • Customer interaction can help me to improve my communication skills and teach me how to cope with customers patiently
<p>SYSTEMS MANAGEMENT</p>	<ul style="list-style-type: none"> • Issuing the payment receipts for the permit's applications • Issuing the license and payment receipts for trade and hawker applications • Issuing the payment receipts for each kiosk who wants to make payment each month • Issuing the payment receipts of deposit for each kiosk who wants to make payment • Check out the premises and hawker either they have a license or not and looking at the due date of license • License cancelation of one-day town (pekan sehari - Esp 1) due to inactivity in business • Confirmation of deposit information due to deposit refund • Management systems help me to be more responsible

CHAPTER 4:

SWOT ANALYSIS

4.0 SWOT ANALYSIS

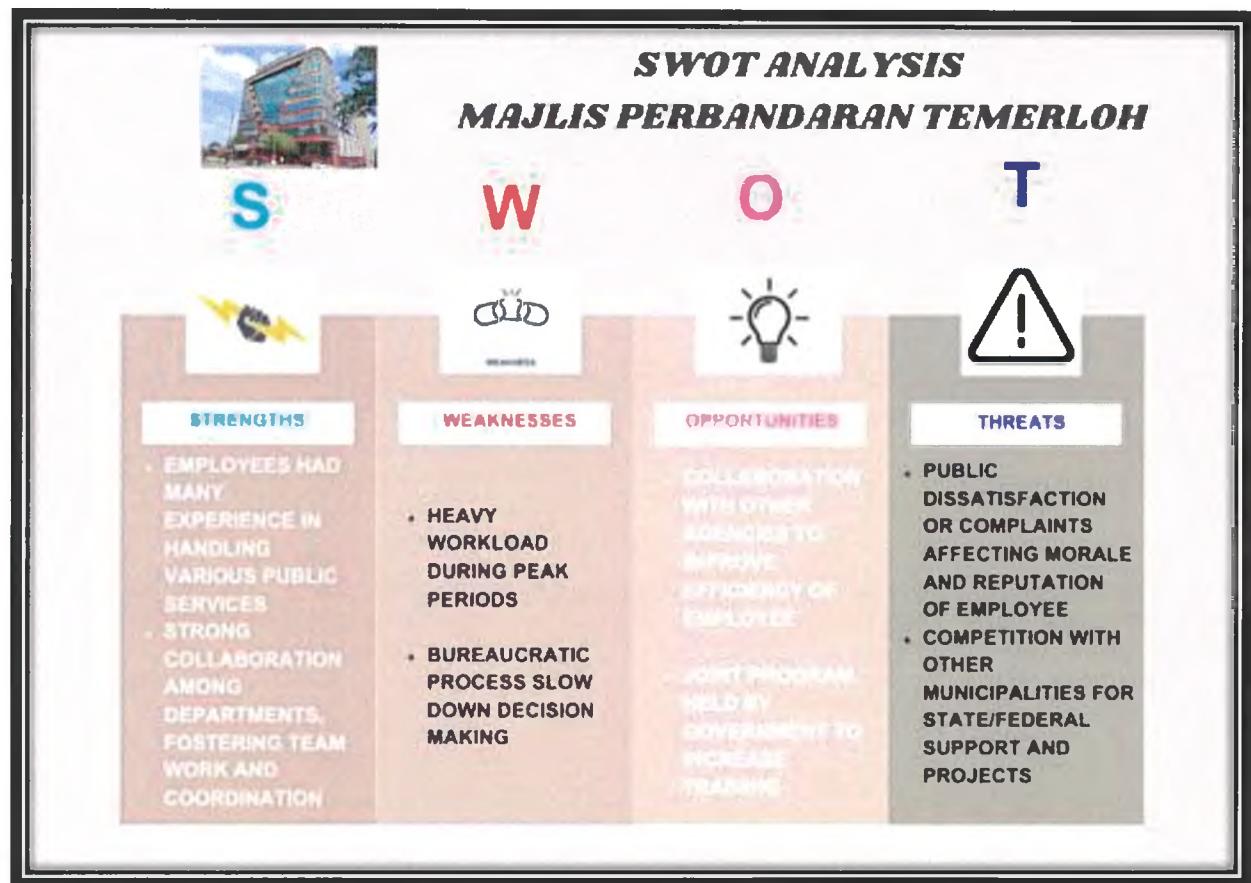


Figure 11: MPT's SWOT Analysis

DISCUSSION AND RECOMMENDATIONS

4.1 STRENGTH

4.1.1 STRENGTH 1: EXPERIENCE IN HANDLING VARIOUS PUBLIC SERVICES



Figure 13: Celebration of Glory Aspiration



Figure 12: Reward of Longest Iftar

Ceremony

The first strength of Majlis Perbandaran Temerloh is **the employees had many experiences in handling various public services**. The estimated total number of permanent employees in Majlis Perbandaran Temerloh is around 185 and the number of contract employees is around 88. So, there are 273 employees at this company that expert in handling various public services. This company has a good history in handling municipal services such as business licensing, urban planning and development control, municipal law enforcement, system management and cleanliness, health and public facilities, public complaint handling and others. The experience allowed the company to build high institutions knowledge and strengthen the procedures to handling the same issues effectively. With a good history, Majlis Perbandaran Temerloh currently divided into eleven departments which are public relations and youth development division, human resources and organizational management department, engineering department, building control department (project division), urban planner department, urban services and information technology department, property valuation and management, finance, licensing, enforcement and tourism departments.

According to Encik Danial, Director of licensing department in Majlis Perbandaran Temerloh said that permanent employees had more experience rather than contract employees because they worked more than 5 years. The contract employees are still new and only can get experience for 3 years only. He also said that 9 of 11 department have related with public relations except human resources and organizational management and information technology

department. For public relations and youth department, their employees have good experience in handling press releases to public community, maintain the positive relationship with public community through local media or social media and expert in organizing public community events. Next, for building control department, their employees have good experience for many years in evaluating the building plan of commercial, industrial and residence to make sure the Uniform Building by Laws obeyed by the public community in Temerloh. Not only that, they also have experience in monitoring site and construction to make sure the public community safety. They also have experience issuing the orders to stop work and demolishing unauthorized structures after due process. The experience that employees have can increase the productivity of the company and build the trust of the community (Lu, 2022).

Next, for urban planning department, the employees have experience in handling the session of public participate such as objections hearings and town hall to make sure that the public voices being heard in planning decisions. Moreover, for urban services department, they have experience in handling the cleaning operations by scheduling the waste collection to take good care of public sanitation. They also experience in maintaining drains, streetlights, roads, parks and markets to make sure the safety and comfort of the public community are guaranteed. During the emergency cases, the employees in this department have big experience in deploying the clean-up crews and sanitation efforts during disasters and diseases such as floods and dengue outbreaks. In addition, for property valuation departments, the employees in the company have experience in handling the appeals of public community regarding resolving disputes transparently and valuation changes. The employees in this department have experience in handling the payment counter to receive the daily collection such as rentals, taxes, compounds and license. The more experience of the employees, the better quality of services provided can be (Government, 2021).

Then, for licensing department, the employees have experiences issuing various license such as food premise, entertainment, hawker and signboard licenses. They also have experience helping many public communities by processing their application and understanding their obligations. Furthermore, for enforcement department, the employees in the company have experience in enforcing local laws such as illegal signage, illegal hawkers, parking offenses, littering and noisy premises to maintain peace and order of public community in Temerloh. The employees that have more experience are more likely to portray the positive attitude towards their services and show empathy when helping the community (One, 2025). Lastly, for tourism department, their employees have experience in handling the high traffic events for

tourism such as river festivals, Karnival Pelancongan and food festivals to promote local culture. So, many experiences of employees, make the company have better position to improve the quality life of community in Temerloh. By focusing on increasing the employee's experience, the organizations can enhance employee retention because they feel motivated throughout every stage (LumApps, 2025). Majlis Perbandaran Temerloh being as a local authority that can be trusted, capable, effective and reliable in delivering services to the publics because of their employees had wide and long-term experience handling various public services.

RECOMMENDATIONS

- **PROVIDE REGULAR TRAINING AND UPSKLIING**

The experience of employees can make them feel stressed because they hardly maintain their skills in handling various services. So, MPT must provide regular training and up skilling for their employees in every department to improve their working efficiency according to the current conditions especially in the era of high technology such as smart city platforms and digital systems. Besides that, I recommend the company providing the training that focuses on e-permit systems, digital licensing and geographic information systems (GIS). MPT also can provide the training that focuses on customer services which is communication skills and new knowledge of handling complaints. Even though their employees have existing experience, but new technologies and changing of federal or state regulation was challenges to them. So, to improve and sustain the service delivery quality, the employees must update their skills, continuous learning and adapt to the new methods. By organizing the refresher courses and short monthly training for the employees, MPT can reduce their mistakes, increase their skills and motivate them with new knowledge. Additionally, regular training can reinforce the existing strength of their employees and make them stay competitive in securing digital transformation projects and federal or state grants. According to a TalentLMS and SHRM survey, 80% of employees find that the training can be beneficial for their productivity. Moreover, 51% of employees believe that the training can increase their confidence and 41% said it also improves their management time skills. The improvement of employee productivity can increase the overall business performance (International, 2024).

- **INTRODUCE DIGITAL TOOLS FOR DAILY TASKS**

Majlis Perbandaran Temerloh can enhance the hands-on experience and expertise of their employees through digital tools for many daily tasks such as digital checklists, mobile apps and integrating municipal systems. Other than increasing the experience of employees, the digital tools can make them complete their tasks faster, save time on paper work and reduce errors. To enhance the strength of experience in skill development, MPT can introduce the digital competencies such as e-services systems, GIS, smart city dashboards and digital complaints tracking. These digital tools can make the employees have high experience in technologies rather than manual steps. For the licensing department, the company also can increase the experience in service delivery through online permit applications. This can improve consistency, transparency and response time of employee's experience in public services. Next, for the urban planning and building control, MPT can introduce the digital tools

like 3D building modelling and digital plans submission to make the employees easily deal with the customers. Besides that, for the customer services and complaints, I suggest MPT use digital tools like chatbot assistant and integrated call center. So, their employees can easily alert with the complaints that they get even though they had many experiences already. Therefore, MPT can slowly use digital tools in the tourism and youth department like QR based tourism guides and event apps. So, the employees can easily monitor the events because the daily work of them more systematic than manual procedures. Through digital tools, the employees can get access to real time data that helps them faster and informed decisions. The big experience in handling public services through technologies tools, it can build the culture of innovation among employees and increase their adaptability towards modern public expectations. By using digital tools, the employees can get more satisfaction from their daily works and increase the employee's relations that gives them to focus on their core tasks (Dennis, 2025).

4.1.2 STRENGTH 2: STRONG COLLABORATION AMONG DEPARTMENTS, FOSTERING TEAM WORK AND COORDINATION



Figure 14: Working Together to prevent Dengue



Figure 15: Enforcement and Licensing Doing Inspection Together

The second strength is the employees have strong collaboration among departments, fostering team work and coordination. Majlis Perbandaran Temerloh shows the strong internal coordination through planning committees, regular meeting with different departments and task forces. The most departments that always do collaboration are licensing, enforcement, urban planning, public relations and information technology. They collaborate in handling any complaints from communities, organize the public events in Temerloh and executing any new projects. This collaboration is important to solve the problems, achieve the organizational goals and make sure the service delivery to communities be smoothly. When working together, the employees can avoid duplication of efforts and sharing the information faster. The company facing the challenges by building the special teams or task forces that involved the employees from several departments. These teams will collaborate together to find the solutions by analysing the problems together. So, this can reduce the delays, prevent miscommunication and improves the satisfaction of communities. Moreover, the employees always sharing the equipment, technologies and manpower. This make all of their operations more effective especially when the resources limited. By focusing on collaboration that involves all levels in the organization from different departments, the employees will be motivated to adopt shared responsibility and teamwork (Ricoh, 2024).

According to Encik Termizi, Head of the Hawker in Licensing Department in Majlis Perbandaran Temerloh said that during license applications, the licensing departments always collaborate with building control, enforcement and health departments to verify all of the aspects needed before approving the license. He also said Majlis Perbandaran Temerloh have strong teamwork culture during the collaboration. The employees from different departments will support each other during the daily operations and when they have high workload. This collaboration will help them to maintain the public services even though during peak times such as natural disaster, public festivals and community programs. For example, during festive seasons such as Hari Raya Aidiladha, several departments of MPT working together to cleaning, coordinating traffic, setting up waste management and licensing temporary traders. Encik Termizi also said when they facing the issues of illegal stall, the employees from licensing, urban planning and enforcement departments will gather and working as a team to identify the causes and develop the fair solving without any conflict with each other. The company build the collaborative environment through staff appreciation and team-building programs. The different perspective when doing collaboration, the employees will get new ideas and foster creativity. The diversity will lead to innovation that can increase the project's outcome (Badawi, 2024).

Not only that, they also show the mutual respect and rely on each other to solve the issues effectively. In addition, Majlis Perbandaran Temerloh also holds a regular meeting, coordination sessions and briefings that involve multiple departments to make sure the alignment in project implementation, discuss together about upcoming tasks or issues and review performance. This ensure that employees in every departments understand their roles and responsible during collaboration. So, MPT's strength in collaboration make their performance in giving the public services effective. The collaboration of different departments will complete the employees with depth knowledge and skills based on experience (Wipulanusat, 2021). The collaboration with different departments can improve the communication skills by learning it from others because each employee has different skills (Team, 2023).

RECOMMENDATIONS

- **CREATE A CENTRALIZED DIGITAL COMMUNICATION PLATFORMS**

Majlis Perbandaran Temerloh must use the digital communication platforms even though their employees have strong collaboration among departments because the communication can be slowed down by reliance on WhatsApp chat or manual memos. So, MPT can implement an internal system such as Microsoft Teams, Municipal Intranet and Google Workspace that allow their employees from different departments to assign tasks, share updates, communication and track progress. These digital communication tools can prevent misunderstanding and miscommunication among departments. For example, a health officer can inform enforcement to take an action towards an illegal stall after doing inspection through a digital task list shared. In addition, it also can remove delays that cause by waiting for email replies or face to face meetings because the digital communication makes the employees quickly consult each other during big projects that need collaboration among departments. By using digital communication platforms, the employees in MPT can promote visibility of each department's responsibilities and roles. Besides that, in emergency cases or issues, MPT must use digital communications tools to make the collaboration strong that lead to faster coordination and immediate action among departments. For example, if the employees from other department attending outside meeting, they still can join the planning discussion through the digital communication. So, it can make sure that the collaboration among departments still continued. The advancement in communication tools gives ability to the seamless collaboration without thinking about physical location. It can save time, energy and cost because the modern technique helps to build effective collaboration (Abhulimen, 2024).

- **ORGANIZE MONTHLY INTERDEPARTMENTAL BRIEFINGS**

During the meetings for collaboration, sometimes the employees forget the times and their tasks because they have many things to do at one time. So, Majlis Perbandaran Temerloh must organize the interdepartmental briefings once a month to remind them about the important tasks. Monthly briefings encourage structure and open communication between departments that can share the upcoming activities, updates, challenges and needs during collaboration among departments. This can reduce the duplication of work and prevent misunderstanding among employees. Then, each department can break down silos, encouragement of feedback and better coordination of projects to improve the collaboration among them. By organizing the monthly briefing, MPT can gain higher work efficiency, enhance employee morale and faster decision making that strengthens the collaboration. If MPT does regular briefings, it can

promote a sense of professionalism, unity and shared purpose among employees that lead to proactive work when doing collaboration among departments. For example, if the engineering department plans to road upgrades and the licensing department is aware that in the monthly discussion, they can prevent the disruption to the big projects because they are already prepared and their collaboration together will be stronger. The key to reduce communication silos is establishing the regular interaction between departments. The strategy can make the manager to encourage effective collaboration among teams, employees and departments (Brown, 2024).

4.2 WEAKNESSES

4.2.1 WEAKNESS 1: HEAVY WORKLOAD DURING PEAK PERIODS



Figure 16: Inspection Operation on Expo

Ramadhan

The first potential weakness of Majlis Perbandaran Temerloh would be the **employees facing heavy workload during peak periods**. This can make the employees feel rushed on their daily tasks and not motivated anymore because they feel tired and pressured during that period. The employees also feel a burden when peak periods come such as major public events, festive seasons and tax collection deadlines. So, this will lead to morale reduction and higher risk of errors because of working nonstop and the focusing on employee's work decreases. The heavy workload can make the public services delayed because of the important processes such as assessment, permits and licenses took a long time. The heavy workload may feel by different departments and this can lead to missed deadlines, poor inter-department coordination and bottleneck in procedures that need approval from multiple departments. Moreover, Majlis Perbandaran Temerloh maybe lack of resources such as human resources especially when peak periods. Then, the employees also lack of cross training and digital systems to handle the last-minute urgent tasks. The fear of failing and anxiety during workload among employees due to high-stress situations can had debilitating action when approaching the decision at hand (Githui, 2025).

According to, Mrs Hazlina, Head of the Business Trade in Licensing Department said that Majlis Perbandaran Temerloh feel pressure when doing operational especially during end of the year because many people comes to make license renewals and tax payments. For example, the customers will come to renew the food premises, business and signage licenses. Not only that, she said during major local events and festive seasons such as Hari Raya, Chinese New Year and Deepavali, they feel pressure because they had to handling many campaigns for

enforcement, public health and cleanliness. The volume employee's tasks increasing drastically across multiple departments that related such as finance, enforcement, licensing, health and urban services can lead to backlogs in documentation, approval and inspections. For example, the departments of enforcement and health departments have to inspect all of the Bazaar Ramadan stalls even though they have limited time and manpower. This make the employees not inspected on time for some of the stalls. She said the workload can lead to congestion in office operations and the employees that assist the counters have to facing many people and sometimes the systems will crash because a lot of customers. For example, the employees of licensing and finance departments have to work weekends and they always skip breaks. So, the employees easily become sick and exhausted during peak periods. The high-pressure environment also can increase the likelihood of accidents and mistakes because the employees maybe had trouble concentrating, sleep disruptions and irritability. The strength to perform will decrease because they have to face heavy workload that can make them stress and creating a cycle of mental exhaustion (Marketing, 2025).

Next, Majlis Perbandaran Temerloh too depending on existing employees until the public services to many people being delayed. For example, the employees actually took time for 1 weeks to handle the license applications for food premises, stalls and hawker, but during the peak periods, the approval of licenses took 3 to 4 weeks to settle it because of many people wants to renew their licenses at the same time. This can ruin the image and reputation of the company. The workload also happens because of the departments not supported by flexible staffing plans and it led to poor distribution of tasks. During the peak periods, the quality of services become slow because the customers need to waiting longer for their licenses and permits process. This can increase the negative feedbacks and complaints to MPT. In addition, she also said that many employees took a medical leave and absenteeism because they burnout. This can lead to poor attitude towards customers because they unable to serve all of them in one time. The long-time employees working which is more than 12 hours a day lead to higher risk to experiencing a work-related injury (Githui, 2025).

SOLUTIONS

- **PRIORITIZATION AND TASK CATEGORIZATION**

Prioritization and task categorization can be a successful strategy to reduce workload during period peaks. By identifying the applications and complaints that need to be handled first due to an urgent situation, it can reduce the waiting time or process of license, permits and others. For example, the employees can use tagging systems with different colors to identify the critical tasks that need to do first such as the red color is for urgent tasks, the yellow color is for moderate tasks and the green color is for low priority tasks. This can prevent the employees in MPT from doing everything at once. The prioritization strategy is automating selected tasks and outsourcing. For example, MPT can reduce the workload by outsourcing time-consuming services such as event management, waste collection, landscaping and others. It is because of automation tools such as chatbots for public queries, digital filing and auto reminders for permits that help the employees to handling the repeated tasks. Besides that, prioritization make the employees of MPT focus on core administrative duties and critical decision making. Majlis Perbandaran Temerloh can use Eisenhower Matrix which is categorizing the tasks into urgent or important, important but not urgent, urgent but not important and not urgent or not important. Based on this, MPT can gives the right tasks to the employees by looking at their capacity and skills. So, these strategies can help MPT allocate resources more effectively and make sure the critical tasks complete first. This can reduce last minute panic during period peaks. By mastering task prioritization, the leaders can guide their employees toward excellence and efficiency at the same time reduce stress. This is a big key to transforms overwhelming workloads into manageable tasks (Training, 2025). The prioritization is an important thing because it allows individuals to focus their resources, time and energy. Without the prioritization, the individuals always busy but never truly accomplish their objective (DailyBot, 2024). The mastering of handling workload by using prioritizing strategies, it can made employees their time well and achieve clear objectives (Management, 2025).

- **IMPLEMENT WORKFORCE PLANNING AND TEMPORARY STAFFING**

One of the best ways to prevent heavy workload of Majlis Perbandaran Temerloh is implementing workforce planning and temporary staffing. The temporary contract staff and internships students can reduce the burden of their employees during peak periods. The planning can be used to predict the peak periods, so the employees can be prepared early. So, these strategies can help to reduce employees stress, balance workload and improve service

quality. The workforce planning can predict the period peaks by analyzing the past data to identify when the peak periods happen such as year-end reports, tax collection seasons and major festivals. The planning also can allocate resources by assigning the advance staff to the high demand departments based on forecasted needs. In addition, when the planning exists, MPT can deploy their employees that are more effective based on their skills to the suitable departments. So, their work will be faster because they are already proficient towards that job or tasks. Then, when hiring the part time workers, MPT should look at the trained staff to support core staff such as permit processing, event management and customer services. Temporary staffing can make employees have a flexible schedule by doing staggered work hours and shift systems to spread the workload evenly. The strategy can make their employees have better focus because they will concentrate on their main tasks without being overwhelmed with extra responsibilities. Without workload, the employees in MPT can build work life balance because they have free time to focus themselves and family. Lastly, the employees can boost their morale if they have any support that can prevent workload issues. Temporary staffing is an effective tool for business that wants to handling the changes smoothly. When the business of landscape evolves, use of temporary staff can help to stay ahead and make sure everything run smoothly (Sawant, 2024). The effective workforce planning, the organization can make the staffing decision and preparing for future challenges with minimal operational disruption (Morris, 2025).

4.2.2 WEAKNESS 2: BUREAUCRATIC PROCESS SLOW DOWN DECISION MAKING



Figure 17: 30th General Meeting of Cosite

The second weakness that faced by Majlis Perbandaran Temerloh is **slow decision making because of bureaucratic process**. The bureaucratic process is the administration systems that based on the rules and organized. This issues usually happen in many government agencies especially in local authorities like MPT. The process of decision making have to face multi layered and the strict administrative rules can delay the decision and actions. Even though it is important to maintain the consistency, accountability and order, but it also can lead to multiple levels of approval that can make delays work, excessive paperwork, long chains of command and many SOP (Standard Operating Procedures) or rigid protocols to follows by the employees in MPT. So, this can make the employees get slow response of approval especially when they want urgent actions or decisions. The employees had to facing public frustration because the customers assume that they slow in working and inefficient. When the approvals delayed, the company lose the confidence of investors. The bureaucratic leadership is not flexible compared to other leadership styles because their employees must follow a strict rule (Langat, 2024).

According to Mrs Masniza Ayu, Human Resource officer said that Majlis Perbandaran Temerloh gives approval to development projects by going through multiple departments such as engineering, planning, legal and environmental. For each department, they have their own procedures to follow. If one of the departments gives late approval, the other department will affect and be delayed too. For example, the process is delayed for a week or a month because

of late decision making. Next, the bureaucracy makes public complaints such as road damage or waste collection being delayed because the complaints will be sent to the operational units and then to supervisors for approval before any work starts. So, this shows that the service delivery is slow. In addition, she said if MPT wants to spend some equipment, services or materials, they need to go through a procurement process which includes several steps such as tender process, approvals from finance, budget verification and state level confirmation. Each step makes the employees not get what they wanted in urgent matters. Next, the employees facing hard situation when needs the approval of building and business permits for certain locations because they need to wait for upper decision. For example, a contractor wants to apply permits from MPT to started a commercial development but the answering of his application very slow. It is because the application needs to go through several departments such as engineering, building control, planning and environmental health. All of these departments must review the applications and gives feedbacks and lastly the approval from Council Board Meeting and Technical Committee. So, the process will take 2-4 months for all approval and decisions.

Therefore, when MPT get public complaints about road damage, it also has several steps to handle this issue too. For example, one of the residents do a report about a pothole in his residential area that causes the dangerous because of traffic. So, this is a critical incidence and needs to quickly solve it, but the company must follow the steps which are from the Public Complaints Unit to the Engineering Departments. The Engineering Departments will schedule the site inspections, prepare a report, get the approval of budget from finance departments and lastly get the approvals from Director of Majlis Perbandaran Temerloh to start their missions. So, the repairs take time for 3 to 4 weeks and sometimes more than that. This make the residents not trust the local governance anymore. The late of repairs make the cost needed increase because the damage is getting more worse. Then, due to cleaning services, MPT must appoint a contractor to clean the public parks after end of major events especially in Dataran Temerloh. They must follow the guidelines such as finance verification and open quotation. So, this make the cleaning process delayed and the areas be dirty for a day. The slow decision making due bureaucratic process, the company will miss the opportunities to eroded market relevance (Gohari, 2024).

SOLUTIONS

- **EMPOWER LOWER LEVEL DECISION MAKERS**

The implementation of empower lower level decision makers is one of the best long-term options to slow down the bureaucratic process which is practiced in Majlis Perbandaran Temerloh. When MPT implement this strategy, the employees do not have to waiting upper level to make decision because the result based on junior department heads or officers for the small matters issues. For example, the manager of MPT must allow the senior clerks to approve the routine of new or renewals license under certain conditions. This can make the process of low risks faster and free up senior management. This strategy will set clear guidelines and limits for the decision without the approval of upper level. For each department, MPT must provide the tools and training to support the responsible decision making. For example, MPT can allow the supervisor for each department to approve small items such as simple operational changes, small procurement items and overtime request. In addition, another example is MPT must allow the junior officers to handle minor permit issues and public complaints directly without waiting for the decision result from top level input. By implementing this strategy, the employees can respond faster and provides good quality for service delivery meanwhile the top leaders can focus on the strategic planning for MPT rather than micromanagement. In addition, the motivation of employees will be increasing because their feel trusted and value as a mid and lower level. Empower leadership can gives positive affected because the decision will make faster (Rabhi, 2024).

- **SET INTERNAL DECISION DEADLINES**

Majlis Perbandaran Temerloh can set the internal decision deadlines to overcome the bureaucratic process by introducing Key Performance Indicator (KPI) or internal deadlines to give a response of memos, applications and complaints. For example, MPT must give deadlines for the license applications process within 7 working days. This can make the decision-making process faster and promotes accountability because the steps of license approval easily have a due date. By setting the deadlines, this can make sure the work keeps moving and reduce bottlenecks. Besides that, MPT must include deadlines in Standard Operating Procedures (SOPs) across department by monitor the reminders and progress before the due date missed by using dashboards and digital tracking tools. For example, the approval of budget requests must be completed within 5 days working days. Then, the application of permits for risk location must be reviewed within 3 days after submission. Next, for the internal memos must receive a response within 48 hours. So, with the internal deadlines, the decision making can be

faster, increase efficiency and have predictable response times. This strategy can overcome the bureaucratic process that MPT have been practice for a long time because it reduced work backlogs. Lastly, MPT can create the transparent and disciplines process that speeds up operations. KPI gives a focus to an operational improvement and strategic that create an analytical basis to make decision making and help to focus on what matters most and attention (KPI.Org, 2025). With the SOP, it can complete the company with the assurance that the decision will always align with business objectives (ProSulum, 2025). The SOP also plays crucial rules in shaping bureaucratic decision-making, dictating the framework and steps within which decisions are made (Pulsar, 2025).

4.3 OPPORTUNITIES

4.3.1 OPPORTUNITY 1: COLLABORATION WITH OTHER AGENCIES TO IMPROVE EFFICIENCY OF EMPLOYEE



Figure 19: Plugging Program with Alliance Insurance



Figure 18: Program of Kospen-Wow with Health Unit

Majlis Perbandaran Temerloh have the chance to enhance the employee's capability, professionalism and efficiency by **collaborating with other agencies to improve the skills** of them. This collaboration can build the synergies that make the employees in the company get more new skills, knowledges and working methods. When the company collaborate with Human Resources and Information Technology from other agencies, the employees can learn about digital systems, modern tools and the effective practices that streamlines their employee's tasks. The employees of Majlis Perbandaran Temerloh can become expert after doing the collaboration with other agencies because they can know how to quickly solve the problems, how to have better communication among employees and how to improve the adaptability to innovation or changes in an organization. Collaboration with outside agencies not only promises a workplace synergy but it also expands the business network (Retainr, 2025).

According to Encik Rizal bin Mustafa, the Chairman of Majlis Perbandaran Temerloh said that the company do collaborating with Public Service Department (JPA) and National Institute of Public Service Department (INTAN) to provide the modules of structure trainings about time management, digital transformations and leaderships. This can make the employees in MPT transferring the skills and got new knowledge about public services. The collaboration

makes the employees can sharing their expertise and resources because they can use the trainers, technical tools and consultants without any cost. So, this strategy is effective because the quality of the employees increasing at the same time it also saving the budget of the company. For example, MPT's employees working together with Malaysian Administrative Modernization and Management Planning Unit (MAMPU) to improve the online delivery services and implement the e-government tools.

Next, Majlis Perbandaran Temerloh also doing collaboration with Environmental Department, Royal Malaysia Police (PDRM) and Ministry of Domestic Trade and Costs of Living (KPDN) to make sure the illegal business operations in Temerloh reduced. For example, all of the agencies be partnerships with MPT to handle the bottleneck, flood management and urban cleanliness. So, the relationships between agencies and the employees are strong and they successful to build a culture of innovation and cooperation. In addition, for Majlis Perbandaran Temerloh, the chance to collaborate with Ministry of Health is an effective way to improve efficiency of their employees. The collaboration helps the MPT's employees increasing their knowledge about health inspections of the hawkers, food outlets and premises. From this collaboration, the employees can effectively provide the best of outbreak managements strategies and perfect of health SOP. Collaboration is an important thing for the organization's success because it encourages employees to share problem solving, knowledge sharing, creativity and increase productivity. They also can share their skills and ideas (Iyer, 2023).

RECOMMENDATIONS

- INTRODUCE STAFF EXCHANGE OR ATTACHMENT PROGRAMS**

In order to improve the collaboration with other agencies, Majlis Perbandaran Temerloh can send their employees for short terms placements in outside agencies such as JKR, ILP and Health Department to get the new perspectives and technical knowledge. The knowledge that their employees get, they can use for their departments. For example, the employees of engineering department make a 1-week attachment in JKR to learn inspection technique of road safety. By introduce staff exchange, MPT can make the collaboration strong by building mutual understanding and knowledge sharing in the programs that their employees joint because they can increase the understanding of policies, work processes and challenges. Their employees also can learn how to solve the innovative and bring back the best practices. So, it can help to strengthen inter-agency relationship and break the silos. The collaboration can be strong if MPT introduce staff exchange because they can build strong working networks between employees and peers in other agencies. This encourages trust and open communication during collaboration between both of them and the employees of MPT can exposure to different environment that increase their creativity. When the staff exchange introduced during collaboration, they can observe digital tools and modern practices that used in other agencies. This strategy also helps the company to have good strategic planning, high quality of service delivery and improve efficiency. When the employees of MPT and other agencies staff exchange, their opportunity being invited to pilot programs and national-level initiatives increased. For example, if the employees of MPT attached to PlanMalaysia, they can learn the GIS systems and urban planning then apply it to improve their company development plans. By fostering open communication with exchange staff, the company can establish the collaborative mindset and increase the chances to successfully provide services (Tangri, 2024).

- LAUNCH JOINT TASKS FORCES OR OPERATIONS**

The collaboration with other agencies will be strong if Majlis Perbandaran Temerloh launch joint tasks that needs multiple disciplines such as food safety, illegal dumping and squatter control by forming a group of cross-agency. This will improve the speeds of response need and distributes workload efficiently. For example, MPT and PDRM can run the night operations on unlicensed hawker or traders to increase enforcement efficiency and improve the collaboration skills. When doing joint task forces during collaboration, MPT and other agencies like Alam Flora, Health Department, JKR and police can combine their expertise, data and resources to overcome the local issues such as public health enforcement, traffic congestion,

illegal dumping and building code violations. This can make MPT solve the problems faster, increased efficiency and get the big impact rather than working alone or do collaboration with same departments in the same company. By launching regular joint operations, the employees of MPT and partner agencies can foster communication and trust that can easier the coordination in crisis situations and future projects. The joint operations can make public people see openly that MPT have a good commitment and active leadership's employees to solve community problems when do collaboration with others. From that, MPT can attract more agencies to collaborate and increase public confidence toward MPT. Connecting during operations can reinforce and align a share of objective and purpose. The employees can enhance their communication, improve engagement and have greater agility (May, 2025).

4.3.2 OPPORTUNITY 2: PROGRAM HELD BY GOVERNMENT TO INCREASE TRAINING



Figure 21: Program My Digital Held by MDEC



Figure 20: Program Smart City By KPKT

Majlis Perbandaran Temerloh has a special chance to joining the program held by government to increase the training, motivation and knowledge of employees to get the exposures towards best practices from other agencies and councils. By participate in the programs by other government, the employees will stay updated with new technologies, regulations and policies. In this advanced age of technology, the employees need to be skilled in using it and constantly learn new things. Majlis Perbandaran Temerloh must selected their employees that have lower skills to join the programs because it is a chance for the company to improve their motivation and morale through recognition and empowerment. The company have a chance to be active in Malaysia's national digital transformation and grab the smart city status by joining the programs from government agencies. The training programs that include soft skills such as creative and critical thinking can inspire the employees to create new innovative solution and ideas (Acreditta, 2024).

According to Encik Azmir bin Yahya, Director of human resources and organizational management department in Majlis Perbandaran Temerloh said that the company have joint the programs named Smart City Framework Implementation Workshops and Local Authority (PBT) Efficiency Improvement Workshop held by Ministry of Local Government Development (KPKT). For the Smart City Framework Implementation Workshops, the training

provided by KPKT are online systems for online licensing, payment systems and municipal apps. The workshops also give training about digital mapping, CIS tools, SMART kiosks and digital feedback systems to make sure the employees of MPT know how to use the digital systems. Then, the training that KPKT gives in the workshops to improve local authority efficiency of employees are understanding a local government laws, handling public services (e-complaint and e-license), enforcement techniques, the procedures for inspection and compound issuing. These two programs can make the technical skills, leadership, administrative capabilities and public services of employees increasing especially for licensing, planning and enforcement departments. Next, the programs that gives opportunity to MPT is National Dual Training System (SLDN) held by Human Resources Development Corporation (HRD CORP). The training that they provide for MPT are handling urban services effectively, environmental management, technique of inspection and public or digital services skills. From this program, the MPT's employees can get real-world practical training that related to their work.

In addition, the programs that MPT has joined are Cybersafe and Digital Readiness and Training held by Cybersecurity Malaysia. For these two programs, the knowledge that government agencies provide for MPT are the awareness of digital threat. They also gave the knowledge about the systems protection, phishing avoidance and ways to keep the passwords safety. So, from the programs, the employee's awareness of cybersecurity increased and they feel more carefully about data breach in everyday operations. Besides that, MPT have joint the programs by Malaysia Digital Economy Corporation (MDEC) named Explore Me Digitally (JSD). The programs improved the digital skills among the employees by giving the exposure to e-commerce, cybersecurity, online payments, TikTok marketing and Artificial Intelligence (AI). From this program, the motivation of employees in MPT increased through the exposure towards national trends and new digital learning. So, the soft and hard skills of employees in MPT will improved. The training programs can include the variety of approaches such as government programs that can fulfil the diverse need and support organizational objective (Berry, 2025).

RECOMMENDATIONS

- APPOINT A TRAINING COORDINATOR IN HUMAN RESOURCE OR ADMINISTRATION**

For Majlis Perbandaran Temerloh, hiring training coordinator in human resources or administration departments is an effective way to increase training for their employees from the programs held by government agencies. MPT can designate an employee to monitor the available programs through government portals such as INTAN, HRD Corp, KPCT and e-LATIH programs. The employee must assign the tasks such as tracking training hours, help to register employees and collect feedback from the programs that have been held by government agencies to avoid missed deadlines and maximize use of free training opportunities. By having a training coordinator, MPT can make sure the systematic planning and monitoring of employee's development needs across all departments by tracking the job specific needs, employee's effectiveness and training gaps. Next, the training coordinator of MPT can promote continuous learning culture by encourage their employees to apply external programs and increase the awareness towards professional growth. It also helps to make sure the employees get the information about training opportunities through notice boards, emails and internal memos. From the programs held by government agencies, the training coordinator can track who attended the training programs, the skills that employees gained and observe the effectiveness. This can make the employees of MPT get higher chances to join the pilot programs because the information and instruction from training coordinator is clear that can be easily for their employees to understand the flow of the programs. The training coordinators can use skill matrix to determine the skills and knowledge of employees before planning any training programmed (Baker, 2024).

- IDENTIFY SKILLS GAPS AND MATCH WITH AVAILABLE PROGRAMS**

From the programs held by government, MPT can improve their employee's efficiency by conducting an internal assessment to identify the departments with lack of certain skills that are related to their works such as customer services, enforcement SOPs and digital tools skills. If the employee's skills have been identified, MPT can register them in the related programs that are held by government agencies. For example, after MPT identifies some of the employees in the enforcement department's lack of skills, then HR employees can register them in KPCT programs to improve public handling and legal procedures. In addition, MPT can do systematic evaluation toward currently skills of their employees compared to skills needed in each department and roles by selected the areas where the employees need training such as

project management, enforcement procedures and digital literacy. To grab the opportunities of government's programs by identify the employee's skills, MPT can create a skills inventory which is looking at for all employee positions such as current skill level, required skills level and training history. This can make MPT easily to map available government's programs to the right employees that really needs the improvement skills. When MPT identify first, it can avoid from wasting resources on repetitive and irrelevant training. Next, for each department can receive the training plans that customized based on their skills gap. It can promote the relevance and fairness among their employees because the company make sure all departments include in capacity building. For example, if MPT identify their employee's skills gaps in urban planning and GIS, the company can register their employees in Smart City workshops that held by KPKT or MDEC, digital tools training by HRD Corp and GIS training by PLANMalaysia. To identify the skills gap, the comparison between existing employee skills with those required current skills for future goals and roles (Schreiber-Shearer, 2024).

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4.4 THREATS

4.4.1 THREAT 1: PUBLIC DISSATISFACTION OR COMPLAINTS AFFECTING MORALE AND REPUTATION OF EMPLOYEE



Figure 22: Complaint about Flash Flood

Majlis Perbandaran Temerloh have received many **dissatisfaction and complaints** from publics that affecting the morale and reputation of employees. Even though MPT giving all the best in their services, but sometimes their employees make mistake too such as slow response, slow obtaining confirmation or approval from high rank and miscommunication among same or several departments. These mistakes make MPT have to facing the threat when many people complaints about their employees work and it can impact the company's reputation, low the motivation of employees and reduced the community cooperation. The repeated of the complaints can make their employees feel constantly criticized and underappreciated because there have to facing psychological pressure. The stressed or frustrated that facing by employees can make them resign and leading to lose the experience employees. When the complaints become viral in any website, the council's image and credibility will be damage. In terms of investing, the stakeholders such as state or federal, citizens and investors may be thinking many times to make investment because they loss of trust towards employee's efficiency, transparency and professionalism.

According to Encik Haji Muhamad Bin Mohd Nor, Secretary in Majlis Perbandaran Temerloh said that the company in several departments have received many complaints and dissatisfaction from public because the services that they get do not meet the expectations especially among stakeholders, residents and businesses. For urban services departments, the public sometimes complaints about clogged drains, uncollected garbage and overgrown public grass. They have informed to the MPT, but the employees in urban services not take an action faster and make it getting worst. Next, for the licensing departments, MPT sometimes received the complaints about long waiting times and the complicated of license applications processes. For example, one of the customers came to the license counter and said the process of Majlis Perbandaran Temerloh is harder than Majlis Bandaraya Kuantan (MBK) due to license applications of massage therapy center. For enforcement departments, the people or trader dissatisfaction due to unfair and bias treatment. For example, the enforcement's employees sued the small premises but the large premises not. Next, he said that many people complaints that MPT has no response to inquiries and not take a responsibility towards the complaints.

In addition, due to the biggest flash flooding that is affecting over 8 homes at Taman Rimba Mutiara in 2014, the residents have reported to Majlis Perbandaran Temerloh due to inadequate drainage but the company does not take any action even though there have been more than three lightning storms (Malaysia, 2014). According to the Tengku Zulpuri Shah Raja Puji, the assembly man of Mentakab said that the lax assembly of MPT made the flooding happen again in early November. So, many residents complain about these issues and the public dissatisfaction leads to political backlash. The people also complain about MPT's employees that too depending on the system of e-complaints. Since the company provides the systems, the employees do not perform routine inspections. So, the people may assume that MPT is acting reactively not systematically reviewing or preventively. The dissatisfaction of customers not only more likely to complain but it also more likely to tell the people about negative sides of company with their negative experience and this can ruin the company reputation (Unsal, 2020).

SOLUTIONS

- ESTABLISH A FAST AND FRIENDLY COMPLAINT MANAGEMENT SYSTEM**

A responsive systems of complaint management is an essential for the company that provides public services like Majlis Perbandaran Temerloh to make the services faster and friendly complaint management. Through the systems, their employees can create a dedicated complaint, WhatsApp services and online forms with the guarantee response times. For example, in the systems, their employees will response to the complaints within 3 working days. So, the public complaints can be reduced when MPT build trust and make the public feel heard. This strategy also can reduce the repeated public's confusion because from the systems, the employees can easily handle the complaints when they have tracking numbers and updates. The complaint systems can be fast if MPT implement a 24 to 48 hours to response and acknowledging the complaints by setting a clear internal deadline. If the company train their employees to be friendly with people, the interaction can turn from negative to positive environment. So, this can protect the image and reputation of Majlis Perbandaran Temerloh. The management complaint systems of MPT can be fast by analyzing the public complaints for each month to identify recurring issues such as licensing delays, waste collection and potholes. This enables their employees solve the complaints effectively and reducing future complaints. MPT also can introduce multiple channel communication that linked to one system like social media, WhatsApp, hotline, email and counters. MPT will have better community relations because their employee success to build a culture of open cooperation and communication. The successful of fast complaint management system is all about customer care. By improving the bad issues because negative experience of customer, it can increase the satisfaction and protects the company bottom lines (Williams, 2024).

- PROACTIVE PUBLIC ENGAGEMENT AND EDUCATION**

To prevent public dissatisfaction, Majlis Perbandaran Temerloh must active in public engagement and education for outside people by using social media, briefings and poster. From that, the employees of MPT can educate the public about their roles and procedures. For example, employees of MPT can create a short video that explain about the late and delays pick up of waste during festive seasons, then post it to Facebook, TikTok and other social media platforms. So, public people can understand the company situation and not judge them in any platforms. Besides that, MPT must organize regular community for monthly or quarterly to increase the public engagement by listens to their concerns and answer public questions face

to face to prevent the public dissatisfaction. Majlis Perbandaran Temerloh must educate public about their process such as licensing procedures, garbage collection schedules and complaint handling through social media, flyers and local radio. This can reduce unrealistic expectations and criticism due to misinformation that make the public confuse towards MPT. Next, MPT can have strong public engagement to reduce complaints by inviting public people to observe the ways handling certain services such as enforcement activities and solid waste management. From this, the public will start to appreciate MPT's efforts to face operational challenges. When MPT get public appreciation grows, the employee's motivation will increase and they have high work ethic. The proactive engagement involves anticipating of preferences, customer needs and potential issues before they arise (Renascence, 2024).

4.4.2 THREAT 2: LIMITED BUDGET FROM STATE OR FEDERAL GOVERNMENT AND BIG PROJECTS



Figure 23: Second Place of Transformation Digital Award

The **limited budget from state or federal government and big projects** is a serious threat to Majlis Perbandaran Temerloh. Majlis Perbandaran Temerloh competed with others municipal councils or urban councils for the same government resources group. Many municipal councils might have more profit, high budget and effectiveness in terms of work. Moreover, the capabilities that other municipalities have, make them easily got the budget's support from state/federal government. So, if MPT not have similar capabilities, it may be seen as a higher risk recipient. For now, MPT gave the well respond of in niche areas but they lagging behind in the field of holistic with multi-sector competitiveness.

According to Puan Maisarah binti Ayub, the officer in Licensing Department said that due the competition for getting budget from state or federal ministries such as MOSTI or KPKT in allocate the grants for green initiatives, urban development and smart city programs, all the municipalities have to submit their proposals. From the proposals, the state and federal ministries only choose the most strategies or the best-performing that get approvals. So, this can make the MPT in getting more budget was intense. For example, Majlis Perbandaran Sepang smarter to get the traffic funds because of their airport city project while Majlis Perbandaran Temerloh may be less smart because their proposal not interesting. Next, the competition for getting the big projects based on the performance-based ranking. For the big projects, government agencies looked at the criteria such as digital governance, cleanliness, project delivery timeline and revenue collection efficiency. The priority in future project allocations only gives to the higher ranked councils. So, MPT have to face the high competition to receive the higher funding than other councils.

The urban councils always get the investment and more funds because any government agencies rarely see at the smaller municipalities like MPT. The less funding can prevent the partners or private developers from investing in Temerloh. For example, MPT compete with large urban councils like Majlis Bandaraya Klang, Majlis Bandaraya Shah Alam, Majlis Bandaraya Petaling Jaya, Majlis Bandaraya Subang Jaya and others. Based on the portal of Dewan Rasmi Dewan Selangor (2020), these large councils received large amounts in 2020 which is MPK (RM 33M), MBSA (RM 27.7 M), MBPJ (RM 26.7 M) and MPSJ (19.4 M) (Selangor, 2020) . So, MPT not have high profile of allocation which is they has less funding that become the border for them to sustain the impactful projects. When MPT failed in competition to get funding, it will miss out the digitalization initiatives, development grants and infrastructure upgrades. For example, Puan Sarah said that in the Smart City Programs, MPT always loose when compete with Majlis Perbandaran Petaling Jaya (MPBJ) or Majlis Bandaraya Pulau Pinang (MBPP) because they have more effective digital infrastructure, better proposal writing and advance in approval systems. Not only that, MPT have a big competition with the towns of Johor Bahru and Shah Alam because they using e-permits, smart lightning and cashless parking but MPT still used the manual processes in many areas. So, the support by funders will prioritize the Kuantan or Putrajaya municipals.

In addition, Majlis Perbandaran Temerloh have to face the limited budget from state or federal government and big projects because the government see their work efficiency such as digital services. For example, the MBPJ and MBSA have an efficient workforce because the application on digital services such as e-licensing, e-payment and e-permits but MPT still used the manual forms and this make the process slow. Furthermore, MPT get less budget due to complaint management because the urban councils like MPSJ used the systems like I-Tegur but MPT still used the e-aduan systems. So, the feedback and the work efficiency may be slow and it can increase the complaints from public. Lastly, MPT have to compete due to public response time to get high budget because others municipalities like MBPP only used 24 hours to handle high priority cases but MPT's actions always delayed when they received any cases such as flood or drainage complaints. These threats facing by MPT can affect their reputation because the government will see them as lagging behind in the execution or innovation. The limited budget can force the prioritize of critical projects that lead to postponement of less important work. This can make the functionality reduced and incomplete projects (Auti, 2024).

SOLUTIONS

- **BUILD STRATEGIC BRANDING FOR TEMERLOH**

Majlis Perbandaran Temerloh can get the high budget from state or federal support and big projects by building strategic branding for Temerloh to make their company position as a leader in cultural heritage, food tourism (patin fish) and eco-tourism (Sungai Pahang, Kuala Semantan) in Pahang. This strategy can be success by creating the videos, social media and brochures to promote patin fish cuisine, riverfront, night markets and cultural festivals. A strong branding will help MPT to attract business investors, tourism related projects and state or federal attention because the company success defining unique value proposition. For example, the strong brand or programs of Temerloh Riverfront Festival will be support by Ministry of Tourism (MOTAC) financially. MPT can increase competitive advantage if they success to pitch Temerloh as a standout destination for state or federal investment. The employees of MPT must launch a professional branding campaign with a slogan and consistent the visual identity, websites, marketing and across signage. This can help and put Temerloh as a modern and progressive municipality that align with national priorities such as smart cities and sustainability. The employees of MPT feel proud working in a well company regarded municipality that enhancing performance and retention. Next, the branding of Temerloh can attract the federal or state supports by actively shows Temerloh in Government events. For example, MPT must set up a promotional booth at state or national expos, municipal conferences and development forums. Brand building deliver sustainable competitive advantage in a world where there are some other resources (Lischer, 2025).

- **CONDUCT BENCHMARKING VISITS AT OTHER MUNICIPALITIES**

To increase competitive advantage, Majlis Perbandaran Temerloh can apply benchmarking strategy which is visiting or studying about others successful municipalities such as Majlis Bandaraya Shah Alam and Majlis Bandaraya Kuantan. MPT can observe the strategy they used to secure grants, what technology they use and the best practices they apply in governance. This can make the employees of MPT learn and adapt faster and not working individually. Not only that, MPT can also encourages their employees to have creative thinking and improvement through the exposure towards new systems when using benchmarking strategy. MPT must set clear objectives for each visit by looking at the things that the company want to learn such as community engagement, digital service delivery, urban planning models and proposal writing techniques. By doing benchmarking, the things that their employees

observe there must have a post visit reports that helps MPT to focus on internal improvement and align their operations with national expectations and standards. They also can observe successful tools during the visits at other municipalities such as one-stop service centers, e-permit systems and smart enforcement to get high budget. In addition, Majlis Perbandaran Temerloh can grab the competitive advantage during the benchmarking visits to form informal and formal partnerships such as joint grant proposals, co-host events and knowledge sharing sessions. So, from this strategy, MPT can be strong to compete because their employee's operation has been improved, have more knowledge driven planning, have better project justifications and their credibility have been increase. By examine the industry leaders and find out their best practices, the company can gain insight where they can gain and improve competitive advantage (Comparables.ai, 2025).

CHAPTER 5:

CONCLUSION

5.0 CONCLUSION

This was a very enriching internship which is to connect academic leaning with practical real-world application in Majlis Perbandaran Temerloh. MPT gave exposure to the business control and licensing department that developed great insight into many intricacies in licensing management. During internships period, being allowed to work with professional teams that have dedicated make me known well about licensing process event though it is just an industrial practice. From that, my soft skills such as problem-solving, customer interaction, communication, teamwork, time management, adaptability and multitasking been increased. I also have gained hands on experience in public administration especially in the Department of Business Control and Licensing because the employees and supervisor were helpful, friendly and always involved me in their daily tasks. I also have been expert in handling the data of license or permits which I believe are essential for my future career.

The experience highlighted teamwork, flexibility and professionalism in a fast-paced workplace. The internships made me show the attention to detail, demonstrated efficiency and a dedication to provide services by managing a variety of tasks such as issuing the payment bill and permits or license at the same time answering the questions from customers that came to the license counter. It made the license collection increase from the previous year. Throughout the practical training, the challenges like complaints and audit seasons made me adapt with new procedures or many tasks that were tackled by me with perseverance and it helps to improve individual and organization development.

The internships saw the three concepts that guiding Majlis Perbandaran Temerloh to get the best municipal company that committed and dedicated in providing consistent services which are clean, green and sustainable municipal company in Temerloh. This was a benchmark for the company to provide the quality services and ethical works that made their reputation is maintained. The emphasized to achieve a balance between environmental concern and customer interaction at this municipal company can made me aware to maintain cleanliness and safety of the community in Temerloh cities that will be applied in their future work.

Through these proactive steps for each of the SWOT analysis above, Majlis Perbandaran Temerloh will had highly competitive advantage that made the municipal company be better places to continued success in future and set the new standards for public satisfaction, environmental sustainability and inspection effectiveness. So, internship was a new experience that changes my life because it can increase my skills and factual knowledge

of the intern. It also gave the ideas to handling the customers that came to renew license or permits. The strength of the municipal company like experienced staff and strong collaboration among departments make their institution became strong. MPT also have their own weaknesses like heavy workload and bureaucratic process that can ruin the motivation of their employees. However, MPT still have opportunities like collaboration with other agencies and joint programs held by government can improves their employee's skills but at the same time, MPT had to face threats like public dissatisfaction and competition with other municipalities that gave damage to their reputation.

Last but not least, the internship was a fun journey that can made my life changes because the company provided the practical knowledge that enriched with many skills especially towards personal and soft skills. The company also gave better vision for career aspiration. So, the lessons I learned during internship and the relationship that built between me and supervisor and employees will provide a solid foundation in professional life. My vision after internship is to be a professional who contributes meaningfully to the corporate field and public sector especially in department of licensing, planning, enforcement, administration and community services because these all very closed to public and community. After next five years, I see myself graduating in good and strong academic results, pursuing further studies or professional certificates, gaining more practical experience through graduate programs or job placements and working in the organization where I can lead, grow and contribute to public and innovation impacts.

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APPENDICES



Figure 24: Filling and Labelling File

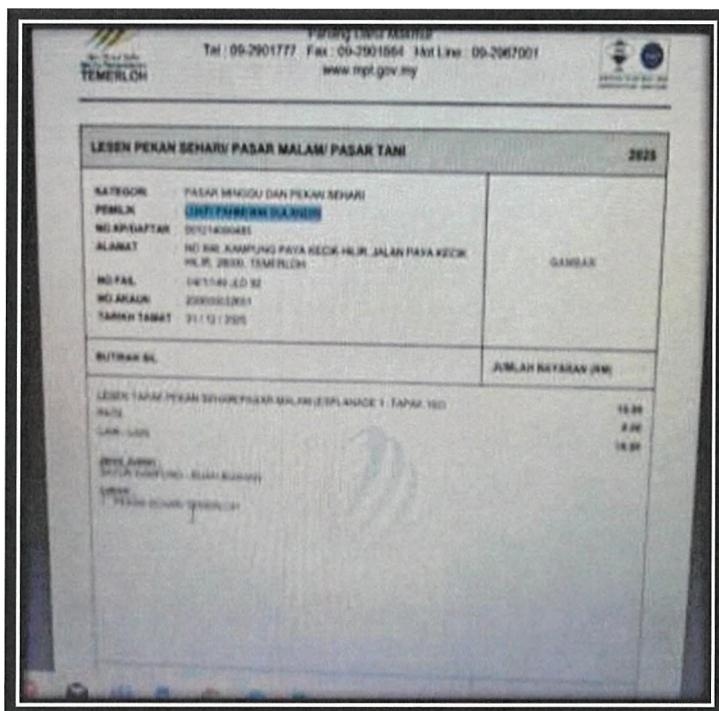


Figure 25: Hawker License of Esplanade 1

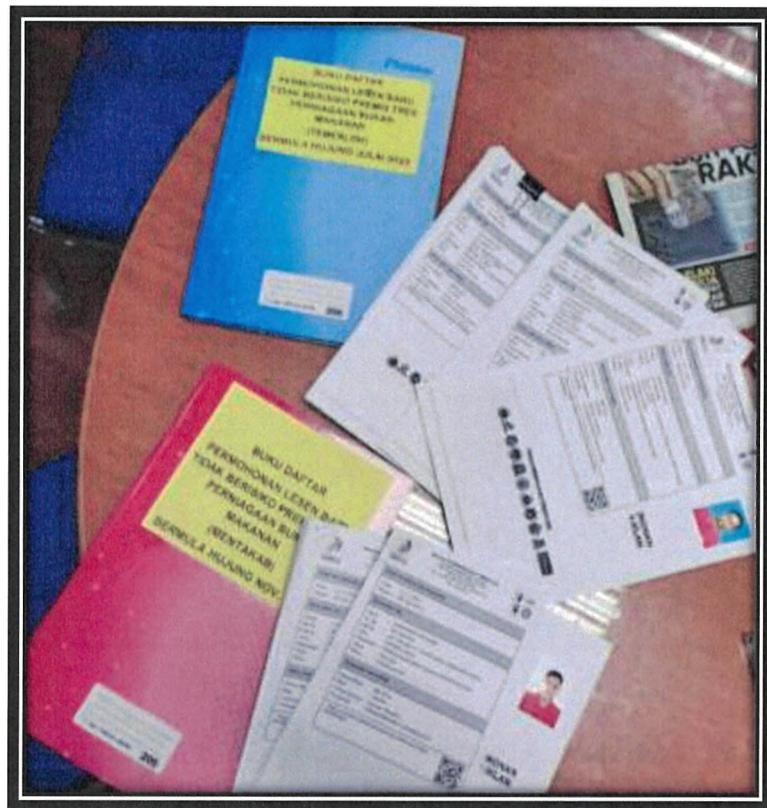


Figure 26: Logbook for Premises Application

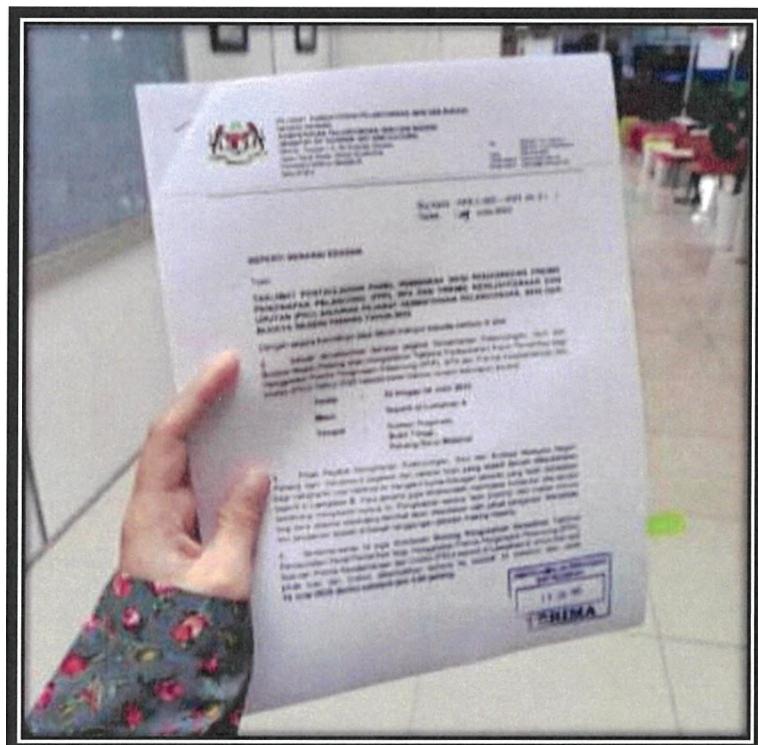


Figure 27: Memo Delivery for Other Departments

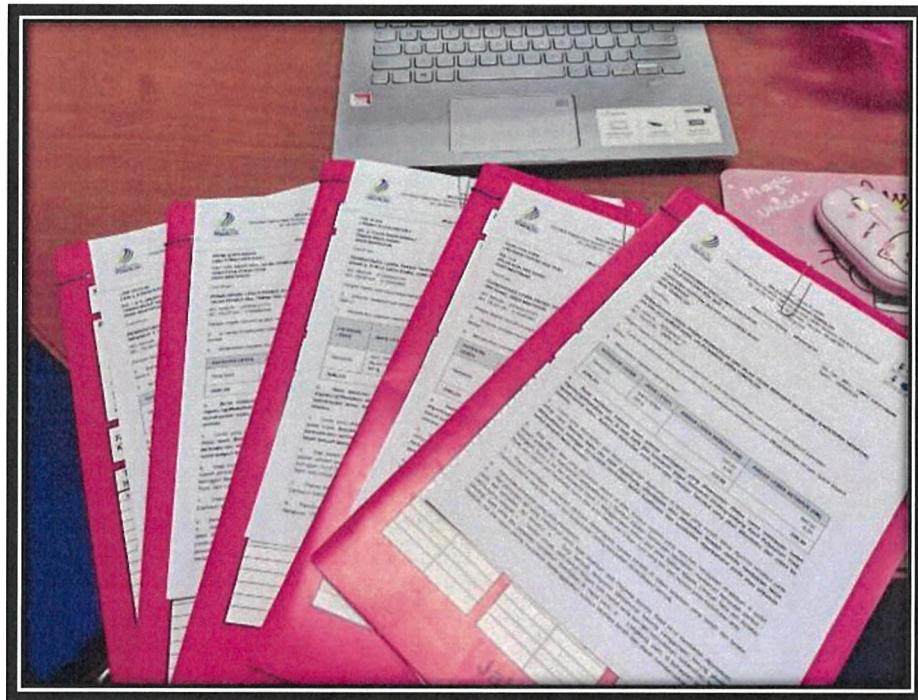


Figure 28: Premises License Approval Letter

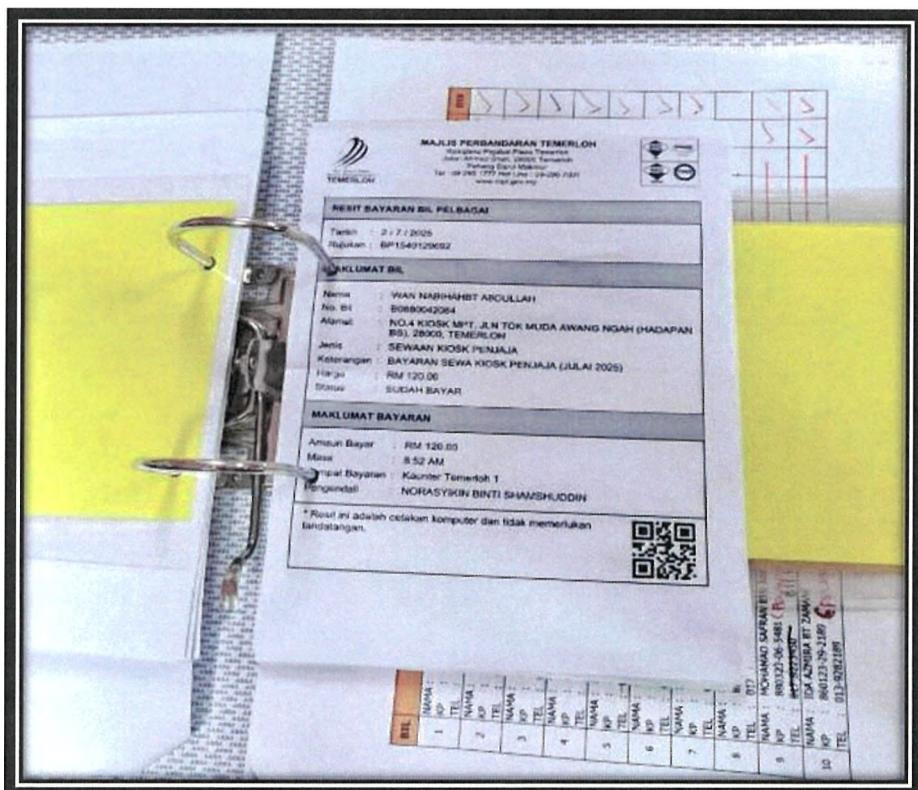


Figure 29: Payment Receipt

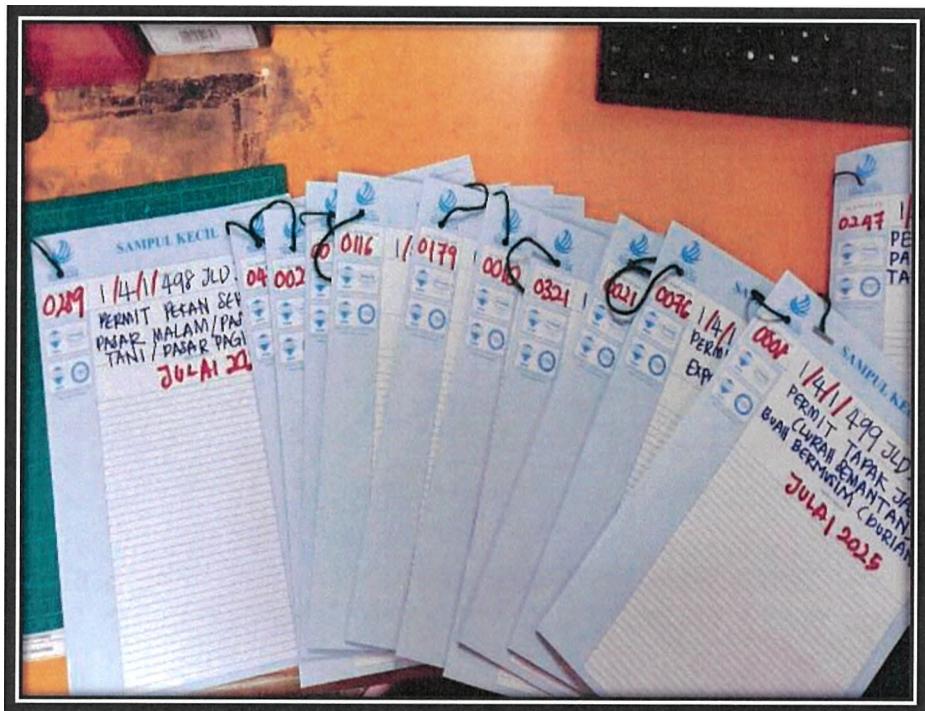


Figure 30: Small Files for Permits Applications

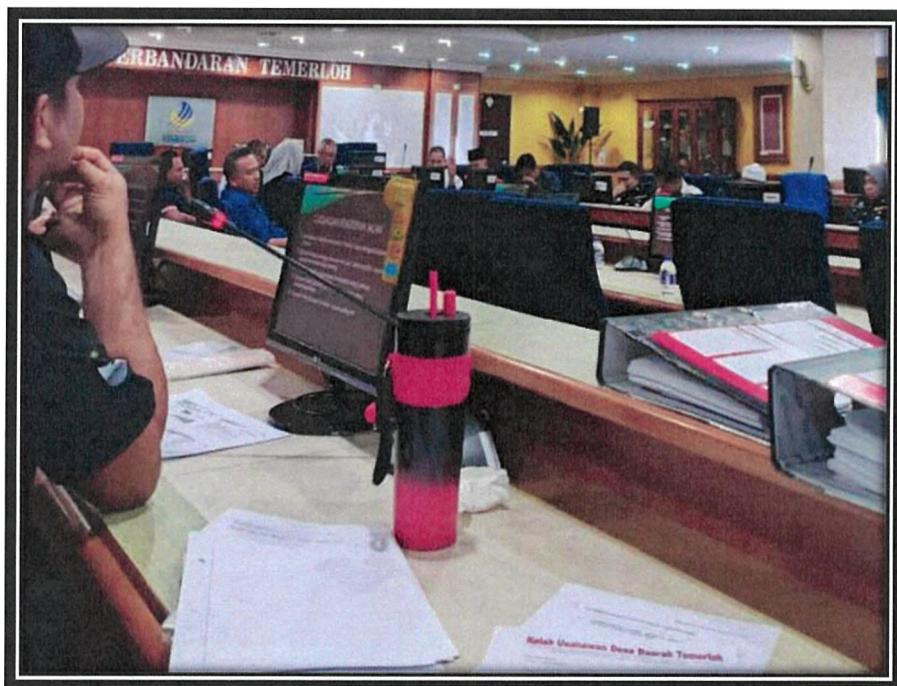


Figure 31: Licensing Committee Meeting

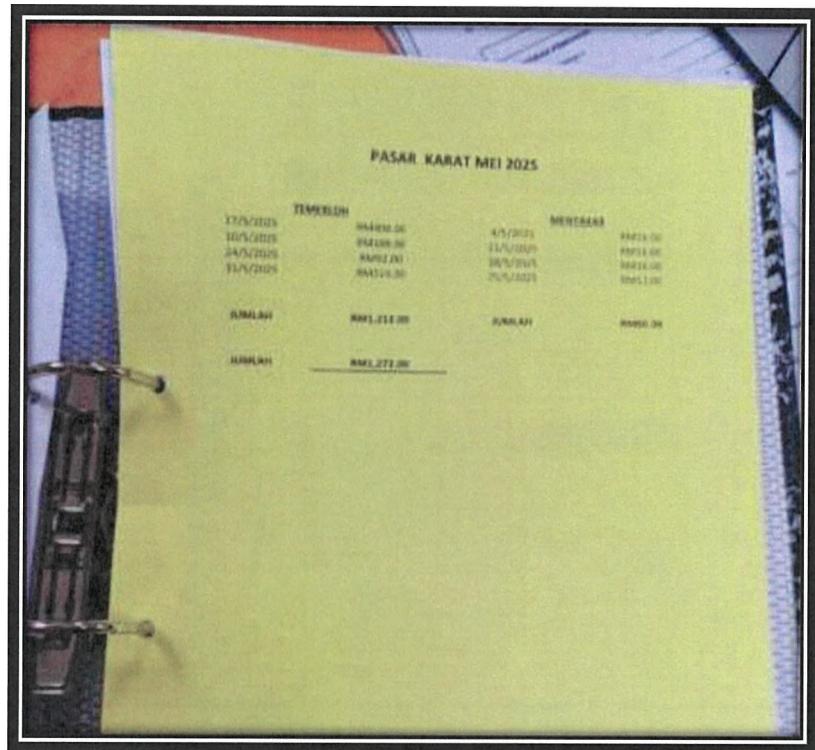


Figure 32: Total Payment of the Vintage Night Market

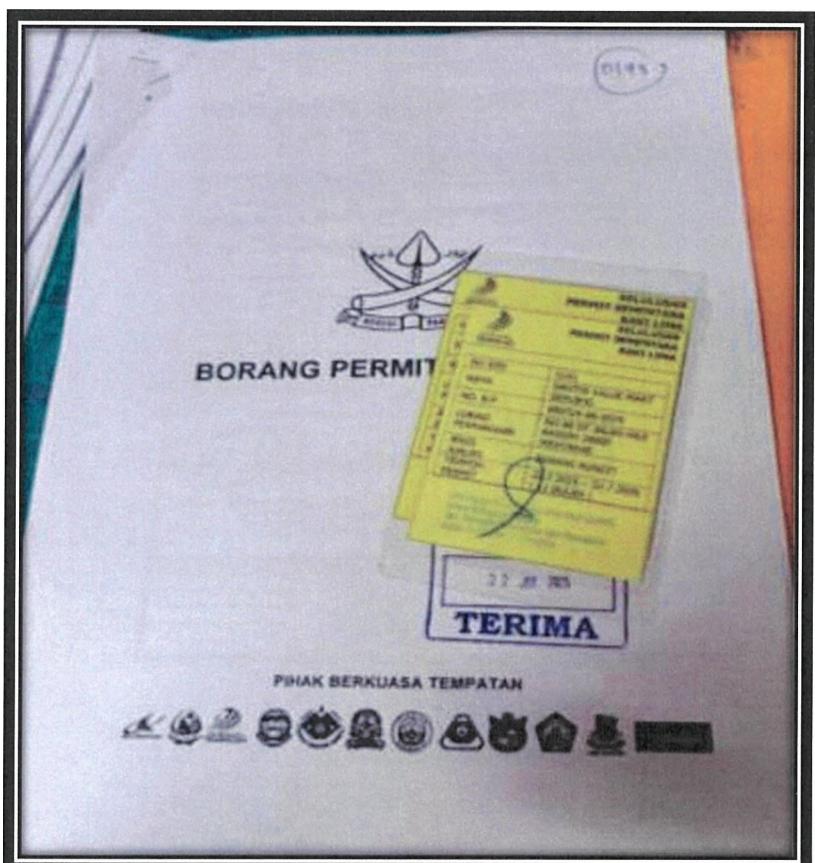


Figure 33: Temporary Business Permits

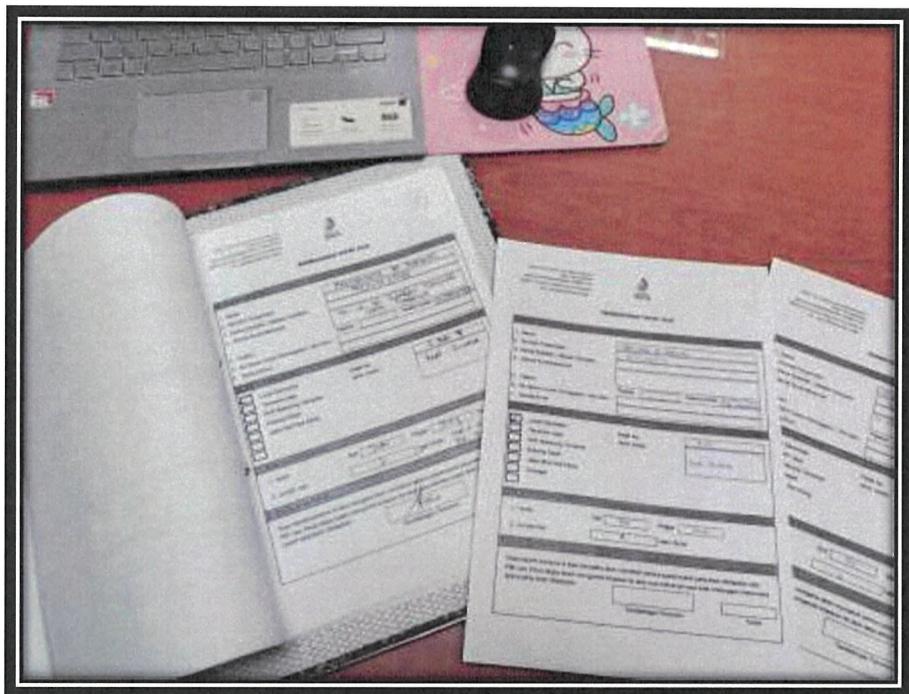


Figure 34: Temporary Work Site Form



Figure 35: Souvenirs in Conjunction of Quran Completion Ceremony